

DIR-6761

10 July 1973

MEMORANDUM FOR: Director of Training

SUBJECT : Midcareer Course

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1. During the past ten days [ ] and I have worked on a restructuring of the Midcareer Course (MCC). The changes we are considering, which are discussed below, are intended to be responsive to your guidance regarding the MCC.

2. Schedule: In accordance with our several discussions and as set forth in OTR's current statement of Objectives, the next two MCC runnings (26 August - 5 October and 28 October - 7 December) will be six weeks long, including a first week on the Managerial Grid. As stated in the Objectives, in order to be able to offer the MCC three times over the period January-June 1974, and six times in FY 1975, the length will be reduced to five weeks and the Managerial Grid will be dropped.

3. Main Thrusts: The MCC has been OTR's strongest general course over a long period—ten years this summer—at the advanced level. In updating the MCC's content, we should certainly strive to preserve those values which have been the keys to its success. From discussions with John, Wes and others who have been involved in the MCC and from a review of recent MCC schedules, I conclude that the unique features are:

a. Its detailed examination of the Agency, including organizational makeup, principal functions and problems, as well as an opportunity to communicate with and to "experience" senior officials; and

- b. The opportunity to learn about the consumers of our intelligence product, major components of the Intelligence Community, and key elements in foreign policy-making.

Many of the presentations by both Agency and non-Agency speakers are structured around vital current or emerging subjects, such as SALT, the strategic balance, narcotics traffic, and so forth. Interaction among class members is also a major source of learning.

4. The Grid: If the MCC is to retain these salient features and they are to be covered in a five week period, I see little choice but to drop the Grid. In looking over recent schedules, I have concluded that too much has been "jammed" into the MCC, particularly the second and third weeks [redacted]. To retain the Grid in a five week running could either result in further "jamming" or in cutting out a good bit of the essential "meat." Therefore, I endorse the decision to drop the Grid as the best option.

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5. Plans for Restructuring: The following six major steps set out our tentative plans:

- a. Retain the basic Agency and Directorate "Overview" approach and coverage of components as the main building blocks, but drop the groupings into "D/O Area," "D/I Area," etc., in favor of grouping our organization entities on a functional basis as part of the "intelligence process." Thus, the presentations would be grouped: Agency Overviews (including the general personnel picture); Intelligence Collection and Processing; Intelligence Production; Management and Support of Intelligence; and the Intelligence Community, Consumers and Foreign Policy. We would hope that, in addition to demonstrating more effectively how the functions performed by our various components are related, the sense of competition among the different Directorates over their presentations will be damped down and the "one-Agency" concept would be stressed.

b. The time devoted to one field trip lasting up to five days would be reduced to two shorter trips, one of which would be one day and the other two days in length.

c. The sequence of sites would be [ ] followed by the Headquarters area, with time out at Headquarters for the two short field trips and local visits to Building [ ] OTS, and NSA. (The three days at [ ] would be cut out and the material covered at Headquarters.)

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d. The number of "informal" evening sessions in which the various speakers of the day join MCC members in discussion would be reduced. When evening sessions are held, MCC members would have some recreation time in the late afternoon.

e. The Individual Presentations, which have been a successful MCC feature, would be retained. Group discussions will be given greater emphasis throughout the course except during the Grid week.

f. Each of the segments described above, e.g., Intelligence Collection and Processing, and each presentation would be described in the schedule by a "scope note." Some scope notes will necessarily be brief over the next two runnings, until the MCC Staff has an opportunity to perfect them and to "negotiate" all of them with speakers. However, the scope note process will get under way.

6. With other changes, some presentations which were covered in the last running would be dropped including OBGI, cover, one area division, either OSI or FMSAC, Logistics, Training and Finance.

7. I suggest that we proceed with the changes described above. One effect that I envisage would be some reduction in costs as a result of less per diem and transportation expense on trips and cutting out the round trip [ ] Another

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likely impact under the approach mentioned above, is a negative reaction from some Agency officers who have been accustomed to speaking to the MCC or in doing so in a particular format such as the informal panel. In other words, you, or John and Wes, or I, may get some flack. If you approve of the new look and want it implemented, we must have your strong backing when old hands complain they were left out or find that the traditional way has been changed.

8. Please let us have your reactions to the above. John, Wes and I would be happy to field any questions.



Chief, School of Intelligence  
and World Affairs

STATINTL

- ☒ Approve the "new approach." Proceed
- ☐ Disapprove
- ☐ Approve subject to the following:



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## ROUTING AND RECORD SHEET

20/12 73-2822

SUBJECT: (Optional)

Midcareer Course

FROM:

Director of Training  
1026, C of C

EXTENSION

NO.

DIRECT 61

DATE

STAT

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

DDM&S  
7D-26, HQ

16 JUL 73

2.

NR BROWNMAN

8/13

3.

SA/CD

8/15

4.

D/TR

14 AUG 1973

5.

6.

7.

C/II

16 1

8.

MCC file

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15.

You will recall our discussions on the Midcareer Course. The attached sets out plans for its restructuring beginning with the August running and the rationale for shortening it to five weeks by dropping the Managerial Grid.\* I endorse the proposal and anticipate a snappier, more up-to-date program.

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Alfonso Rodríguez  
Director of Training

\* We will continue to offer the Grid as a part of our management training program.

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